

*Original Paper*

## Impact of Organizational Climate on Job Satisfaction, Job Commitment and Intention to Leave: An Empirical Model

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### **Abstract**

*There has been a long-standing interest in the study of organizational climate among organizational researchers. Its importance is partly due to its hypothesized relationship to other organizational phenomena including job satisfaction, job performance, leadership behaviour and the quality of work group interaction. Research on the contribution of people management to organizational performance outcomes such as productivity and profitability has been related to a climate of satisfaction in the workplace. Job satisfaction along with organizational climate plays a vital role in retaining the employees by enhancing their commitment towards the organization. The present paper measures impact of Organizational climate on job satisfaction, job commitment and intention to leave with the help of regression analysis and an attempt has been made to see the factor-wise effect of Organizational climate and job satisfaction on job commitment and intention to leave.*

### **Keywords**

*Job satisfaction, Organizational climate, job commitment, turnover intentions, job characteristics*

### **1. Introduction**

There has been a long-standing interest in the study of organizational climate among organizational researchers. Its importance is partly due to its hypothesized relationship to other organizational phenomena including job satisfaction, job performance, leadership behaviour and the quality of work group interaction (Schnake, 1983). Recent research on job satisfaction has focused on the job itself or the work climate as the primary means of increasing satisfaction. The main argument is that, if jobs or work climate are developed to provide a more desirable work environment, an increase in job satisfaction will result (Metle 2001, Afolabi, 2005).

The motivating core job characteristics viz., high levels of task identity, autonomy, skill variety and job challenge satisfy an academic's need for engaging, meaningful work activities: a critical psychological state associated with important outcomes such as job satisfaction, intrinsic motivation and work

effectiveness. Another positive work environment feature for academics is role clarity (i.e. low levels of role ambiguity) i.e., clear, planned goals and objectives for their jobs, and certainty about their job responsibilities (Winter, Taylor and Sarros, 2000). Organizational work pressure, having a work schedule that meets one's needs, feeling physically safe at work, receiving feedback and organizational quality environment indirectly affect intention to leave through employee job satisfaction and commitment (Karsh, Bookse and Sainfort, 2005).

Research on the contribution of people management to Organizational performance outcomes such as productivity and profitability has been related to a climate of satisfaction in the workplace (West, Patterson and Dawson, 1999) and considerable evidence indicates that there are relationships between climate factors and measures of job satisfaction too (Downey, Hellriegel and Slocum, 1975; Friedlander and Margulies, 1969; Lawler, Hall, & Oldham, 1974; Litwin and Stringer, 1968; Pritchard and Karasick, 1973; Schneider & Snyder, 1975; Pope and Stremmel, 1992). Shadur, Kienzle and Rodwell (1999) tested whether Organizational climate factors (such as the shared perception of the informal and formal policies, practices and procedures) affected employee attitudes such as job satisfaction and commitment. It was expected that there would be a negative relationship between bureaucracy and communication, however the evidence was to the contrary. In effect, they suggested that bureaucracies may not always be perceived negatively, rather they may include both "coercive and enabling elements". Hence, bureaucratic policies and practices may enhance job satisfaction and commitment, when employees can trust in the rules and procedures that are likely to be followed within the Organization and vice versa. Not surprisingly, Meyer *et al.*'s (1989) research suggests an inverse relationship between perceived ability to be promoted and a positive relationship with job performance. On the other hand, Jenkins and Thomlinson's (1992) research suggested a significant positive correlation between intent to leave and job commitment, with commitment falling as employees decided to leave.

Some of the research (Trombetta and Rogers, 1988; Ibarra and Andrews, 1993) established the strong relationship between satisfaction with information given in a job and the resulting job satisfaction of those employees and for achieving increased Organizational efficiency, good bidirectional communication would seem a critical part of an effective management equation (Brunetto, 2002). Without structures and procedures that facilitate good supervisor-employee communication, role ambiguity is inevitable, as is job dissatisfaction.

One issue that still continues to cause dissatisfaction amongst employees is when employees believe that there is a discrepancy between the official Organizational rewards system and process and what actually happens at work. In addition, organizations communicate the real worth of an employee via the reward system in use, irrespective of the written policies about promotions (Pettigrew 1986) and there are some extrinsic factors in the Organizational climate that also lead to dissatisfaction. Further it has been found that organizational climate acts as a mediating variable for enhancing the relationship of

commitment with job satisfaction. Job satisfaction along with organizational climate plays a vital role in retaining the employees by enhancing their commitment towards the organization (Kumar and Giri, 2007), as it is an antecedent of commitment (Lok et al. 2007).

In summary, previous research suggests that employees respond far more to the types of communications (represented by the “rites” and conversations of experienced employees) that reflects the deeper level of Organizational values and beliefs of the organization (Schein 1985). The deeper level of culture is reflected in the firmly established method of problem solving, decision-making practices, the group morale of employees and the interpersonal relationships between employees positioned at different levels of the Organizational hierarchy (Rothwell and Scedl 1992). This in turn is strongly influenced by the distinctive conversations and culture of different types of employees, which provides another form of authority and power influencing the behaviour of employees (Schein 1985, 1986, 1993).

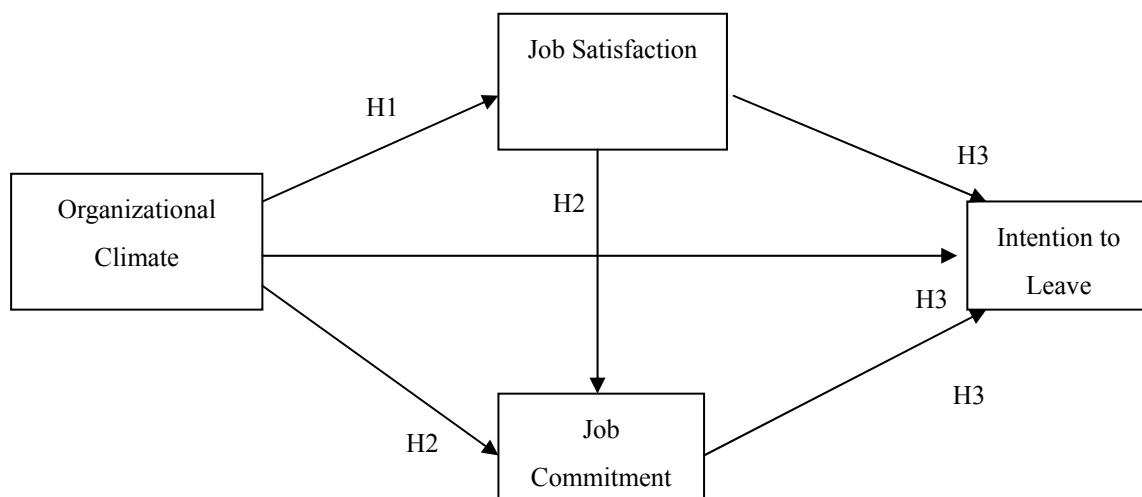
## 2. Research Gap and Hypotheses

The literature reviewed gives an overview of relationship between Organizational climate, job satisfaction, job commitment and intention to leave but it fails to highlight the factors that significantly affect job satisfaction, job commitment and job turnover. This paper attempts to bring out the kind of relationships between different variables and highlight specific factors responsible for variations in these variables. On this basis a model will be framed. The interactive relationship between the four variables is shown in figure 1. The model to be tested in this study hypothesised that:

Hypo. 1 Organizational climate has a significant impact on employees’ level of job satisfaction;

Hypo. 2 Organizational climate and job satisfaction are strong predictors of job commitment;

Hypo. 3 Organizational climate, job satisfaction and job commitment are inversely related to intention to leave/job turnover.



**Figure 1. Hypothesised theoretical framework****3. Research Design and Methodology**

The study is evaluative cum diagnostic in nature as it tries to find the type of relationship between Organizational climate job satisfaction, job commitment and job turnover/intention to leave and stresses upon the aspects that affect this relationship. The following steps were taken to make the study effective and accurate:

**a) Sample Size & Design**

Teachers from four universities in North India i.e., University of Jammu, Guru Nanak Dev University, Himachal Pradesh University and Punjab University have been selected as respondents for the sample. There are 1648 teachers working in these universities and all of them were approached to collect the data. Only 820 questionnaires were returned back (49.75% response rate) that have been utilized to analyse and draw interpretations.

**b) Data Collection Form & Generation of Scale Items:****Organizational Climate Scale**

Since Organizational climate involves perceptions of an Organization's environment, different Organizations with differing practices and procedures may have different climates (Muchinsky, 1976). One of the problems with the climate concept is the specification of appropriate climate dimensions. Several studies have tried to identify the specific factors in the work environment, which seem to influence climate. Campbell, Dunnette, Lawler, and Weick (1970) in a review of four studies identified four dimensions that seemed to be common to these studies: individual autonomy, structure, reward, consideration, warmth, and support. One of the studies reviewed was that of Litwin and Stringer (1968) in which nine priori climate dimensions (structure, responsibility, reward, risk, warmth, support, standard, conflict, and identity) were identified. Muchinsky (1976) factor analysed the Litwin and Stringer climate questionnaire and found six derived dimensions, which he referred to as interpersonal milieu, standards, general affective tone toward management, Organization structure and procedures, responsibility, and organizational identification. Other attempts to generate taxonomies of climate using factor analysis techniques, including those of Payne and Pheysey (1971), Pritchard and Karasick (1973), and Joyce and Slocum (1984), yielded 2, 11, and 6 dimensions respectively.

The above studies indicate that there is still considerable diversity in the number and type of dimensions used to explain the climate construct. It is difficult to identify several core climate dimensions relevant to heterogeneous organizations because climate involves employees' perceptions of their work environments and different types of Organizations with their differing practices and procedures will have relatively unique climates (Muchinsky, 1976). Since it appears unlikely that standardised climate scales that manifest high validity and reliability across different types of Organizations can be constructed, Muchinsky suggested a routine factor analysis of a climate

questionnaire, so a self designed questionnaire by consulting the previous research and experts was designed that consisted of twenty one statements emphasising on role clarity, team-spirit, Organizational structure, management and administration, reward, professional growth, participative decision making, service rules and image of Organization regarding teaching and research.

### **Job Satisfaction Scale**

The questionnaire has been prepared on the guidelines of Job Descriptive Index (JDI) (Smith, Kendall & Hulin 1969), the validity of which already stands tested (Angelo, Frances, Chester & Kenneth 2002). JDI measures job satisfaction on the basis of five parameters i.e., Job itself, Pay & rewards, Superior's behaviour, Colleagues' behaviour and Promotion. In order to gather complete information two more dimensions have been added i.e physical environment and attitude towards students. Likert's five point scale (5<-----→1) and summated scale have been used for measuring attitudes.

**Job commitment** has been measured on the basis of single item i.e., "you are committed to your job" and **intention to leave** has been measured on the basis of two item i.e., "you would like to change your job" and "you would like to shift to another job on the same pay".

### **c) Data Purification**

Factor analysis was carried out through SPSS version 15 to purify and reduce the data into meaningful form (Foster 2002) with principal component analysis along with orthogonal rotation procedure of Varimax for summarising the original information with minimum factors and optimal coverage. The statements with factor loadings less than 0.5 and Eigen values less than 1.0 were ignored for the subsequent analysis (Hair, et. al. 1995, Sharma & Jyoti, 2005). Factor analysis was performed on Organization Climate Construct and Job Satisfaction Construct only and the rest of two were single item and two item constructs that can not be subjected to factor analysis.

### **Purification of Job Satisfaction Scale**

The scale originally consisting of 86 statements got reduced to 59 under eleven factors (Table 1) with positive factor loadings and extracted communalities (> .5), very good Eigen values (> 1) and explaining seventy per cent of the total variance. High KMO value (.894) gave the required adequacy for factor analysis. The total variance explained by the eleven factors has arrived at seventy per cent. The out comes of factor analysis are presented in table 1.

**Table 1. Summary of data purification of job satisfaction scale**

<b>Factors</b>	<b>Factor Loadings</b>	<b>Mean</b>	<b>Std. Deviation</b>	<b>Communalities Extracted</b>	<b>Eigen Value</b>	<b>V.E (%)</b>	<b>KMO Value</b>
<b>Colleagues (F1JS)</b>		<b>3.82</b>	<b>0.768</b>		6.228	10.38	0.894
Stimulating	0.74	3.76	1.027	0.671			
Smart	0.755	3.79	0.980	0.666			

Get along well	0.848	4.04	0.833	0.782		
Friendly	0.847	4.02	0.852	0.766		
Respect each other	0.816	4.04	0.761	0.735		
Understand their work	0.789	3.94	0.870	0.694		
Team-work	0.655	3.37	1.267	0.566		
Help in need	0.644	3.69	1.001	0.543		
Unite in crisis	0.757	3.71	1.039	0.717		
<b>Job Characteristics</b>						
<b>(F2JS)</b>		<b>4.48</b>	<b>0.569</b>		5.848	9.747
Enjoy	0.636	4.75	0.572	0.610		
Appropriate	0.745	4.66	0.621	0.719		
Ideal	0.707	4.61	0.673	0.619		
Fascinating	0.748	4.47	0.769	0.694		
Autonomy	0.677	4.35	0.920	0.636		
Job enrichment	0.674	4.42	0.926	0.671		
Sense of achievement	0.74	4.48	0.727	0.654		
Creativity	0.64	4.31	0.891	0.523		
Course of choice	0.564	4.10	1.073	0.525		
<b>Students (F3JS)</b>		<b>4.15</b>	<b>0.699</b>		4.828	8.047
No antisocial element	0.679	3.97	1.120	0.577		
Do not insult	0.673	4.30	0.795	0.585		
Cheerful in the class	0.762	4.25	0.871	0.656		
Impress	0.771	4.35	0.681	0.677		
Consult library	0.654	3.85	1.085	0.548		
Interact with faculty	0.806	4.13	0.853	0.746		
Satisfied with students	0.829	4.20	0.827	0.798		
<b>H O D (F4JS)</b>		<b>3.86</b>	<b>0.919</b>		4.757	7.929
Impartial	0.743	3.77	1.138	0.657		
Fit for job	0.836	3.92	0.991	0.820		
Interested	0.857	3.96	0.978	0.834		
Appreciates you	0.783	3.83	1.056	0.737		
Good administrator	0.864	3.82	1.048	0.856		
Satisfied with HOD	0.861	3.86	1.030	0.857		
<b>Pay (F5JS)</b>		<b>2.78</b>	<b>1.212</b>		4.502	7.503
Financial rewards	0.794	2.76	1.445	0.690		
Pay appropriate	0.933	2.91	1.504	0.906		

Satisfied with pay	0.93	2.90	1.519	0.919		
Deserve	0.913	2.81	1.485	0.882		
Resources for academic	0.724	2.48	1.365	0.668		
Extra emoluments	0.558			0.591		
<b>Advancement &amp; Rec.</b>						
<b>(F6JS)</b>		<b>3.58</b>	<b>0.751</b>		2.944	4.907
Training	0.674	3.79	1.139	0.528		
Societal recognition	0.585	4.09	0.956	0.667		
Opp. for advancement	0.673	4.01	1.021	0.665		
Duely praised	0.74	3.81	1.118	0.727		
Satisfied with P&R	0.712	3.66	0.929	0.767		
Recognition in reward form	0.584	2.15	1.278	0.792		
<b>Promotion policy (F7JS)</b>		<b>2.98</b>	<b>1.206</b>		2.803	4.671
Appropriate time	0.754	3.02	1.395	0.667		
Merit	0.8	2.95	1.384	0.743		
Opportunities for promotion	0.852	2.97	1.376	0.803		
<b>Infrastructure (F8JS)</b>		<b>3.91</b>	<b>0.976</b>		2.787	4.645
Good classroom	0.841	4.04	1.039	0.780		
Good staffroom	0.82	4.03	1.025	0.779		
Adequate infrastructure	0.766	3.66	1.256	0.723		
<b>Physical facilities (F9JS)</b>		<b>3.50</b>	<b>0.884</b>			
Peon do their job	0.717	3.55	1.176	0.573	2.338	4.897
Good toilet	0.76	3.31	1.365	0.738		
Satisfied with physical Env.	0.739	3.61	1.068	0.822		
Housing facilities	0.52	3.42	1.160	0.695		
Medical facility	0.583	3.59	1.117	0.670	2.312	4.129
<b>Pay related matters</b>						
<b>(F10JS)</b>		<b>3.81</b>	<b>0.630</b>			
Get pay on fix day	0.701	3.91	0.786	0.655		
Retirement benefits	0.705	3.58	0.866	0.639		
Regular increment	0.72	3.94	0.734	0.615		
<b>Leadership (F11JS)</b>		<b>3.59</b>	<b>0.947</b>		1.928	3.303
Guiding nature	0.887	3.51	1.074	0.842		

Sanction requests	0.864	3.68	0.983	0.826	
Total		<b>3.76</b>	<b>0.475</b>		<b>70.267</b>

### Purification of Organizational Climate Data

The Organizational scale initially consisted of 22 items that reduced to nineteen after factor analysis and got converged under six factors. All the statements have positive factor loadings and extracted communalities ( $> .5$ ), very good Eigen values ( $> 1$ ) and explaining seventy per cent of the total variance. High KMO value (.840) gave the required adequacy for factor analysis (Table 2).

**Table 2. Summary of data purification of Organizational climate scale**

Factors	Factor Loadings	Mean	Std. Deviation	Communalities Extracted	Eigen Value	V.E (%)	KMO Value
<b>Administration (F1OC)</b>		<b>3.84</b>	<b>0.737</b>		4.291	22.583	0.84
Communication flow	0.865	3.92	0.835	0.793			
Information flow	0.882	3.88	0.859	0.831			
Organization structure	0.861	3.89	0.875	0.803			
Organizational climate	0.838	3.83	0.889	0.788			
Methodology for change	0.735	3.62	0.984	0.625			
Better than other Organization	0.597	3.88	0.930	0.567			
<b>Mgt. policies (F2OC)</b>		<b>3.24</b>	<b>0.936</b>		2.214	11.652	
Consulted in decision making	0.746	3.14	1.416	0.623			
Satisfied with management	0.691	3.48	1.198	0.67			
Opportunities	0.583	3.58	1.106	0.614			
Rewarded for good work	0.612	2.76	1.445	0.505			
<b>Personnel treatment (F3OC)</b>		<b>3.96</b>	<b>1.000</b>		1.901	10.003	
No exploitation	0.853	3.93	1.095	0.818			
No worse treatment	0.861	3.99	1.056	0.823			
<b>Rules (F4OC)</b>		<b>3.83</b>	<b>0.836</b>		1.883	9.908	
Service rules	0.742	3.85	1.042	0.665			
Teacher oriented	0.72	3.72	1.124	0.647			
Can not be fired	0.666	3.93	1.080	0.532			
<b>Role clarity and team-spirit (F5OC)</b>		<b>3.65</b>	<b>0.945</b>		1.653	8.698	
Clarity	0.819	3.94	0.870	0.757			
Team-spirit	0.861	3.37	1.267	0.791			
<b>Image (F6OC)</b>		<b>3.94</b>	<b>1.392</b>		1.441	7.582	



Perfect for teaching	0.561	3.93	0.972	0.694
Perfect for research	0.903	3.95	2.260	0.835
Total		<b>3.72</b>	0.628	<b>70.426</b>

#### d) Reliability and Validity

The reliability of the both the scales used have been judged through split-half and alpha Cronbach's alpha coefficient. The mean values of both the halves were above the average and no significant difference was found between two halves. The alpha coefficients of reliability show very high values signifying the reliability of the data collected (Table 3&4). Split half test was employed to test reliability of job commitment and turnover intentions too and results revealed no significant difference in two halves.

**Table 3. Reliability statistics of job satisfaction scale**

Cronbach's Alpha based on standardised items Of the complete scale .938	Part 1	Value	.874
		N of Items	30
	Part 2	Value	.915
		N of Items	29
	Total N of Items		60
Correlation Between Forms			.581
Spearman-Brown Coefficient	Equal Length		.735
	Unequal Length		.735
Guttman Split-Half Coefficient			.733
Mean of part 1			3.73
Meam of part 2			3.80

**Table 4. Reliability statistics of Organizational climate scale**

Cronbach's Alpha based on standardised items Of the complete scale .883	Part 1	Value	.770
		N of Items	10
	Part 2	Value	.733
		N of Items	9
	Total N of Items		19
Correlation Between Forms			.701
Spearman-Brown Coefficient	Equal Length		.824
	Unequal Length		.825
Guttman Split-Half Coefficient			.809
Mean of part 1			3.77

Mean of part 2	3.66
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Face and content validity was proved through internal check and discussion with the experts. The high factor loadings have also proven the convergent validity (Hair et al, 2006). The correlation matrix shows that relationship between different constructs is less than 0.6 (Padhazur 1982), which hints at discriminant validity (Table 5).

**Table 5. Correlation matrix**

	Organizational climate	Job satisfaction	Job commitment	Intention to leave
Organizational climate	1.000			
Job satisfaction	.569	1.000		
Job commitment	.292	.456	1.000	
Job Turnover	-.244	-.376	-.391	1.000
* p< .001				

#### 4. Results

The total number of respondents for this research was 820. Fifty nine per cent were males and about eighty six per cent were married. Their age ranged between 25-65 years. About 37.3 per cent were Lecturers, 31.2 per cent were Readers and 31.5 per cent were Professors.

The mean and standard deviation for job satisfaction and Organizational climate items is computed in table 1 and 2. The mean level of job commitment and intention to leave has arrived at 4.62 (SD .716) and 1.83 (SD .819) on five point scale.

Almost all correlations were significant in subgroups and overall analysis. Three regression analyses were calculated to find the impact of independent variables on dependent variable. The result of three regression equations tracing path to job satisfaction, job commitment and job turnover are presented in table 7. All the Hypothesised relations have been found significant (Table 6).

The multicollinearity was not a problem as none of the correlation value between predictor variables was above 0.6 (Padhazur 1982, Chiu, Man and Jerome Thayer, 1998). In first regression analysis all the factors of Organizational climate are significantly influencing job satisfaction except F6/Image and these factors are explaining sixty nine per cent variation in job satisfaction of the academicians (Adjusted  $R^2 = .692$ , Table 6). F2OC (B .386, Sig. < .001) and F5OC (B= .346, Sig. < .001) are contributing maximum to the job satisfaction. The second equation traced the influence of

Organizational climate factors and job satisfaction factors on job commitment. Only three factors of job satisfaction F2JS ( $B = .814$ , Sig.  $< .001$ ), F8JS ( $.081$ , Sig.  $< .005$ ) and F10JS ( $B = .060$ , Sig.  $< .005$ ) are significantly influencing job commitment. On the other hand out of six factors of Organizational climate four are exerting significant influence on job commitment (Table 7). Combined they are contributing sixty two per cent influence on job commitment (Adjusted  $R^2 = .620$ , Table 6).

The third equation revealed that only two factors of job satisfaction i.e., F2JS ( $B = -.348$ , Sig.  $< .001$ ) and F10JS ( $B = -.222$ , Sig.  $< .001$ ) and two factors of Organizational climate i.e., F1OC ( $B = .082$ , Sig.  $< .05$ ) and F3OC ( $B = -.129$ , Sig.  $< .001$ ) are significant predictor of turnover intentions. Job commitment was not significantly influencing job turnover (Table 7). The predictor factors are responsible for thirty two per cent variations in turnover intentions of the academicians (Adjusted  $R^2 = .319$ , Table 6). Higher F values and small significance values (Table 6) show that predictor variables/independent variables are doing a good job of explaining the variation in the dependent variable.

**Table 6. Model summary for different regression analysis**

Dependent Variable	Independent Variables	R	Adjusted R Square	Std. Error of the Estimate	F	Sig.
J S	Factors of OC	.833	.692	.264	308.141	.000
Commitment	Factors of OC and JS	.792	.620	.441	79.438	.000
Job Turnover	Factors of JS, OC and Commitment	.565	.319	.304	20.835	.000

**Table 7. Regression coefficients**

Dependent	Independent	Unstandardised Coefficients		Standardised Coefficients	t	Sig.
		B	Std. Error	Beta		
Job Satisfaction	(Constant)	1.55	0.06		25.808	0
	F1OC	0.05	0.015	0.078	3.453	0.001
	F2OC	0.196	0.012	0.386	16.501	0
	F3OC	0.049	0.01	0.103	4.73	0
	F4OC	0.129	0.013	0.227	9.88	0
	F5OC	0.174	0.011	0.346	16.068	0
	F6OC	0.014	0.007	0.041	1.936	0.053
Job Commitment	(Constant)	0.453	0.163		2.775	0.006
	F1JS	0.055	0.046	0.06	1.219	0.223
	F2 JS	1.023	0.035	0.814	29.187	0

	F3 JS	0.016	0.028	0.016	0.582	0.561
	F4 JS	0.038	0.022	0.048	1.728	0.084
	F5 JS	0.03	0.018	0.05	1.671	0.095
	F6 JS	0.035	0.03	0.037	1.172	0.241
	F7 JS	0.024	0.016	0.041	1.555	0.12
	F8 JS	0.059	0.019	0.081	3.045	0.002
	F9 JS	0.034	0.024	0.042	1.402	0.161
	F10 JS	0.068	0.03	0.06	2.283	0.023
	F11 JS	0.004	0.018	0.006	0.255	0.799
	F1OC	0.079	0.026	0.082	3.022	0.003
	F2OC	0.075	0.026	0.098	2.88	0.004
	F3OC	0.009	0.018	0.013	0.518	0.605
	F4OC	0.004	0.024	0.005	0.174	0.862
	F5OC	0.073	0.035	0.096	2.082	0.038
	F6OC	0.077	0.012	0.15	6.324	0
	(Constant)	5.705	0.254		22.444	0
Job Turnover Intentions	F1JS	-0.045	0.071	-0.042	-0.631	0.529
	F2 JS	-0.5	0.078	-0.348	-6.411	0
	F3 JS	-0.017	0.043	-0.014	-0.384	0.701
	F4 JS	-0.058	0.034	-0.065	-1.73	0.084
	F5 JS	-0.013	0.028	-0.019	-0.469	0.639
	F6 JS	-0.086	0.046	-0.079	-1.861	0.063
	F7 JS	-0.008	0.024	-0.012	-0.35	0.727
	F8 JS	-0.011	0.03	-0.014	-0.376	0.707
	F9 JS	0.056	0.038	0.06	1.475	0.141
	F10 JS	-0.289	0.046	-0.222	-6.277	0
	F11 JS	0.007	0.027	0.009	0.272	0.785
	F1OC	0.091	0.041	0.082	2.23	0.026
	F2OC	0.051	0.041	0.058	1.245	0.214
	F3OC	-0.106	0.028	-0.129	-3.772	0
	F4OC	-0.001	0.037	-0.001	-0.017	0.986
	F5OC	0.096	0.054	0.111	1.763	0.078
	F6OC	-0.016	0.019	-0.027	-0.833	0.405
	Commitment	-0.054	0.055	-0.048	-0.995	0.32

## 5. Discussion

The result of the regression analyses supported four of the five hypothesised paths. With regard to the effect of Organizational climate factors on job satisfaction the result of first factor i.e., Administration (F1OC) entailed information & communication flow, structure and methodology for implementing change are in line with earlier studies (Trombetta and Rogers, 1988; Ibarra and Andrews, 1993 and Brunetto, 2002 Irfan, Hussain and Mohsin, 2006) because absence of good information and communication channels will give rise to chaos in the Organization and greater will be role ambiguity, which in turn will reduce job satisfaction. Good management policies contribute maximum to job satisfaction especially participative decision making, providing opportunities for professional growth and rewarding for good performance. In line with this research Pettigrew (1986) also viewed that inadequate reward system is responsible for dissatisfaction and Rothwell and Scedl (1992) reflected decision making practices to influence one's level of job satisfaction.

Role clarity and team spirit/F5OC positively contributes to job satisfaction because:

- a) An organizational climate that supports collaboration increases job satisfaction of the employees (Sargent and Hannum 2003).
- b) Clear, planned goals and objectives inject element of certainty to job responsibilities (Winter, Taylor and Sarros, 2000), which reduce role ambiguity and increase job satisfaction.

The sixth factor of Organizational climate i.e. image regarding teaching and research does not contribute significantly towards the job satisfaction and this has not been explored earlier. All factors of Organizational climate are exerting sixty nine per cent influence on the mechanism of job satisfaction; hence our first path is accepted.

Job commitment is positively related to job satisfaction (in line with Cathy, Radhakrishna and Keyser, 1994) and Organizational climate. About sixty two per cent influence is being exerted by different factors of these two variables on job commitment. Job characteristics/F2JS is the most decisive element for job commitment as existence of autonomy, sense of achievement, creativity, appropriateness, job enrichment increase employees' level of job commitment.

Pay related matters/F10JS such as regular increment, timely release of pay and good retirement benefits affect job commitment as they take care of employees' present and future needs. Availability of adequate infrastructure/F8JS makes the job comfortable and in turn increases commitment level. Effect of these factors has not been explored earlier.

Superior's attitude and leadership style do not affect job commitment, which is against the earlier studies (Stordeur et al). The reason for this may be that HODs post in these universities is on rotation basis. After every two years the post descends to next professor on seniority basis.

Organizational climate factors like administration/F1OC, management policies/F2OC, role clarity and team-spirit/F5OC and Image of the institution/F6 regarding teaching and research capabilities influence job commitment but personnel treatment/F3 and rules/F4 do not affect an employee's commitment

which is against earlier research (Shadur, Kienzle and Rodwell, 1999).

The third equation dealt with impact of Organizational climate, job satisfaction and commitment on job turnover or intention to leave. As hypothesized, both job satisfaction and Organizational climate are predictive of intention to leave and have inverse relation (in line with research finding of Lu, While and Bariball, 2007). The university teachers have very low intention to leave (M 1.83). Only eight per cent teachers wanted to change their job. The reason for low intention can be that a satisfied employee tends to be more loyal to the Organization that induces him to remain in the Organization. On the other hand dissatisfied employees opt for some other job (Nicholson et al., 1977). Amongst different factors of job satisfaction job characteristics/F2JS (Scott et al., 2006) and pay related matters/F10JS are strong predictors of intention to leave because presence of autonomy, sense of achievement, creativity, appropriateness, job enrichment at the work place gives enthusiasm to work and timely release of pay, regular increments and appropriate retirement benefits lure the employees to stay at the job (Nair and Gavane 2006). As far as Organizational climate is concerned administration/F1OC and personnel treatment/F3OC are predictive of intention to leave because if an employee feels that information & communication flow, structure of the Organization and change implementation are not good in the Organization and the employees are ill treated then he/she will not like to stay in the Organization. Although commitment is negatively related to intention to leave but it has not been found predictor of intention to leave which is against earlier research (Mobley et al., 1979, Jenkins and Thomlinson, 1992).

The study has several limitations which provide opportunities for future research. First no attention was given to demographic variables. Many studies have demonstrated that gender, designation, age has significant impact on job satisfaction (Sharma and Jyoti 2006). Commitment has been measured on the basis of single statement and no consideration has been given to its different kinds viz., affective, normative and continuance. Third, this study modeled recursive relationships i.e., only one way causal flows have been considered. There may be existence of reciprocal relationships that needs to be explored.

## 6. Future Research

- a) Data can be procured from multiple resources
- b) A longitudinal study can be conducted
- c) Other factors affecting turnover intentions e.g. HR practices, Leadership styles, management practices etc. can also be studied.

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